

# 12 CHAPTER

## **PLAN IMPLEMENTATION**

### **INTRODUCTION**

The NJMC Master Plan sets high standards for the future of the Meadowlands District. These standards can be expected, in turn, to create high expectations on the part of the people who live, work, own property and businesses, and visit here. Vision can only become reality, however, through the ongoing efforts of many individuals—the NJMC Commissioners, NJMC staff, officials from all levels of government, developers, representatives of nonprofit organizations and businesses, environmental stewards, and private citizens. The NJMC will need to engage these stakeholders by soliciting their involvement and clearly articulating the roles they can play. Through the expansion of its environmental education programs, the Commission will further instill a sense of individual responsibility in the preservation of the District’s natural resources and fostering the sustainability of the greater region.

The following sections of this chapter compare the Master Plan to related plans, describe the processes for implementing the plan’s strategies and an ongoing monitoring, and present a mechanism for revising the plan as warranted by changing conditions and attitudes.

### **COMPARISONS**

The strategies of the last two chapters were devised to implement the vision for the Meadowlands District by defining the type and location of future development and enhancing the systems that make the District function. For the Master Plan and its strategies to be viable, they should be consistent with pertinent plans by other entities. The plan comparisons of this section are prepared in an effort to avoid inconsistencies between the new NJMC plan and the plans of associated municipalities and counties as well as pertinent regional strategies. Comparisons are made with the most recent plans of the District’s constituent municipalities, municipalities adjacent to the District, Bergen and Hudson counties, the Regional Plan Association, the North Jersey Transportation Planning Authority, and the State via the New Jersey State Development and Redevelopment Plan and the New Jersey Coastal Management Plan.

#### **New Jersey State Development and Redevelopment Plan**

The New Jersey State Development and Redevelopment Plan was adopted by the New Jersey State Planning Commission on March 1, 2001. Although the State Plan does not include the

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District within its jurisdiction, the NJMC seeks to develop a Memorandum of Understanding (MOU) with the State Planning Commission regarding the shared goals of Smart Growth in accordance with current State initiatives. A recent resolution by the Meadowlands Commission authorizes the MOU, which should promote the two state commissions' cooperation and consistency in regional planning.

The NJMC Master Plan seeks to further the purposes and goals of the State Plan in many ways, such as coordinated planning at all levels of government, maintaining and improving the vitality of Meadowlands communities, and protecting the District's remaining open space. The Master Plan embraces the State Plan's key concepts, such as sustainable development, smart growth, strong connections between transportation and land use, and capacity-based planning. It seeks fair and just treatment of citizens through the premise that "the benefits and burdens" of implementing the plan should be shared equitably. Needs for housing, employment, and open space are balanced, with open space being preserved to the greatest extent possible. The District's waterways, open spaces, and wetlands will be preserved and accessible to the public. The NJMC will encourage the upgrading of public transit systems and increased ridership. The plan comparisons of this chapter seek coordination among the various comprehensive plans that have relevance to the District. The vitality of Meadowlands communities will be preserved and enhanced by the strategies of chapters 10 and 11.

### **New Jersey Coastal Management Plan**

The Coastal Management Program is located within the NJDEP Commissioner's Office of Policy, Planning and Science. The Program supports the planning component of the federally approved Coastal Management Program. The staff is charged with developing and implementing long-range planning projects pertaining to coastal resource issues and coordinating with related programs. Its primary planning document, the New Jersey Coastal Management Plan, addresses wetlands and wetlands buffers, endangered and threatened species and critical wildlife habitats, public access (including visual and physical access), provisions for water dependent and water oriented uses, brownfield redevelopment, and historic resources.

The NJMC acts as the lead coastal planning and management agency for the Meadowlands District. The NJDEP periodically considers incorporating proposed changes in NJMC plans or policies into the Coastal Management Program. The emphasis is upon the continued protection of wetlands and other environmental resources.

The NJMC Master Plan is generally consistent with the above-mentioned strategies of the New Jersey Coastal Management Plan and its eight basic coastal policies:

1. Protect and enhance the coastal ecosystem.
2. Concentrate rather than disperse the pattern of coastal residential, commercial, industrial, and resort development, encourage the preservation of open space, and ensure the availability of suitable waterfront areas for water dependent activities.
3. Employ a method for decision making which allows each coastal location to be evaluated in terms of both the advantages and the disadvantages it offers for development.

4. Protect the health, safety and welfare of people who reside, work and visit the coastal zone.
5. Promote public access to the waterfront through protection and creation of meaningful access points and linear walkways and at least one waterfront park in each waterfront municipality.
6. Maintain active port and industrial facilities, and provide for necessary expansion in adjacent sites.
7. Maintain and upgrade existing energy facilities, and site additional energy facilities in a manner consistent with the rules of the Coastal Management Program.
8. Encourage residential, commercial, and recreational mixed-use redevelopment of the developed waterfront.

### **Regional Plan Association**

In 1996, the Regional Plan Association (RPA) released its Third Regional Plan, “A Region at Risk,” for the New York, New Jersey, and Connecticut Metropolitan region. The Plan calls for the region to become more competitive by improving the economy, environment and social equity of the area. It includes 77 specific recommendations divided into five major campaigns: improving mobility, creating a regional greensward, concentrating growth in centers, investing in a competitive workforce and reforming governance. The Plan’s “mobility” campaign recommends improving commuter access both in and out of New York City through a program called MetroLink, which proposes improvements to the access between New York City boroughs through various initiatives such as a rail link to the JFK Airport. The Port Authority, through recommendations of the RPA, has begun construction of the train link to JFK Airport called “AirTrain.” The mobility plan also advocates creating a freight tunnel under the harbor connecting New Jersey with Long Island. Recommendations of other campaigns that are consistent with this plan include restoring and creating new spaces along waterfronts, state growth management plans, and transit- and pedestrian-friendly centers.

### **North Jersey Transportation Planning Authority (NJTPA)**

The NJTPA’s current Regional Transportation Plan (RTP) was approved September 2002. The RTP was prepared to meet mandates of the federal Transportation Equity Act for the 21st Century (TEA-21). It presents a long-range vision for the transportation system serving the 13-county NJTPA region, including Bergen and Hudson counties. The RTP must be updated every three years. The current update, “Access and Mobility,” provides a framework for identifying and evaluating potential transportation projects to guide infrastructure investments through 2025. The RTP identifies 18 broad transportation corridors for the purposes of analyzing specific mobility needs and presenting near-term improvement projects. Through the use of corridor planning areas, the RTP establishes a method to identify critical areas of congestion and areas with safety issues that affect mobility and accessibility in the region, including portions of the Meadowlands District. One of the RTP’s main objectives is to preserve and maintain the region’s existing highway, bridge and mass transportation systems by providing enhancements that will accommodate changes to travel demand. The majority of the activities attributed to the RTP are described in the NJTPA’s Unified Planning Work Program (UPWP). The program outlines the process that the NJTPA will follow in developing broad system wide transportation studies and project analyses.

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### **County of Bergen**

Bergen County's "Part I Master Plan of Bergen County, State of New Jersey" was adopted December 10, 1962. Amendments were adopted March 14, 1966. The documents include measures for the protection of open space and streams. One of the amendments proposes 500 acres of park land south of Route 3 in Lyndhurst. This is generally consistent with the NJMC Land Use Plan designation of large portions of Lyndhurst as the Hackensack River Preserve and Resort Recreation Community, as both planning areas protect wetlands and preserve open space.

The "1978 Generalized Land Use Plan" consists of a map that shows the District as having these uses: public-quasi public, open space, industrial & office, transportation, utilities, communication, some residential and commercial, and vacant land. Some of the areas shown as vacant by the County plan are designated by the NJMC as Hackensack River Preserve.

The County also completed a "Cross Acceptance II Final Report" in 1998. The report reviews each municipality's plans and regulations for consistency with the proposed State Plan. Some of the local concerns were preservation of open space and environmental features, the need to address redevelopment issues and opportunities, and the lack of mass transit options and outdated service on existing rail lines. The NJMC Master Plan acknowledges these concerns by promoting the redevelopment of developed properties, and preserving environmentally sensitive land. The report also stressed the need for inter-governmental planning, coordination, and resolution of conflicts. This Master Plan strives to strengthen coordination among the various public and private entities and approaches shaping land use in the District.

The June 2000 draft "Open Space & Recreation Plan" seeks to "... provide facilities regional in nature and capable of serving residents of the entire County" and "... the protection and preservation of natural and scenic values ...". The plan cites the 1994 New Jersey Open Space and Outdoor Recreation Plan 1994-1999 as concluding that Bergen County has a deficit of 1,253 acres for direct public recreation uses, not including open space protected for environmental or agricultural purposes. Consistent with the objectives of the NJMC Master Plan's Hackensack Preserve, this plan considers the Hackensack River Corridor as presenting opportunities for acquisition and preservation.

### **County of Hudson**

A goal of Hudson County's 2002 Master Plan is "to encourage existing manufacturing and industrial uses to remain, modernize and expand and to encourage new manufacturing and industrial uses to locate in the County." The growth of international trade and port business suggest a continued demand for distribution and warehouse facilities in the District, promoted by the NJMC Master Plan.

Hudson County also seeks to "encourage redevelopment that utilizes transit-friendly design practices and capitalizes on existing and planned transportation improvements." A goal of the NJMC Master Plan is "To foster the availability of various transportation choices and increase the capacity of the transportation network where necessary and feasible." Among this Master

Plan's tools to further the goal is the designation of the Secaucus Transit Center planning area in the Town of Secaucus.

The County's 1999 Strategic Revitalization Plan designates the Meadowlands District as the Meadowlands Planning Area, striving to balance environmental preservation efforts and the need for economic development. The Strategic Revitalization Plan has the goal of constructing a Hackensack River Urban Promenade. The NJMC's efforts to preserve and enhance the Hackensack River waterfront will facilitate the County reaching its goal. The NJMC Master Plan designates most of that land as Hackensack River Preserve or Waterfront Development.

The "Comprehensive Economic Development Strategy, 2003 Annual Progress Update," was prepared by the Hudson County Comprehensive Economic Development Strategy (CEDS) Committee. The Committee, charged with improving economic conditions in Hudson County, was formed as a requirement to apply for funding under the US Economic Development Administration's public works and economic adjustment programs. Its shared vision with the NJMC Master Plan includes "an improved transportation system, centering upon the increased use of mass transportation for work and pleasure commuting;" "the concerted reuse of brownfields sites;" and "providing economic opportunity and sustainable growth." The annual update includes an overview of trends in the Hudson County economy. Its observations are generally consistent with those included in Chapter 8, Economic Vitality.

### **Municipalities of the Meadowlands District**

#### **Carlstadt**

Carlstadt's 1999 Reexamination Report is a reexamination of its 1978 Land Use Plan. The 1978 Plan included a Waterfront Recreation Zone along the Hackensack River for water-oriented activities and recreation, permitting some commercial use. The NJMC's Hackensack River Preserve seeks to protect and enhance these wetland areas. The Waterfront Development planning area allows some commercial use. The Borough expresses concern for the development of the Meadowlands Mills Center between Washington Avenue and the New Jersey Turnpike. The NJMC Master Plan identifies that area as open space-wetland preserve.

#### **East Rutherford**

According to its 1997 Reexamination Report, East Rutherford's 1989 Land Use Plan proposed the rezoning of the frontage along Route 17 between Paterson Plank Road and the railroad tracks to the south. The change would be from "highway commercial retail" to "highway business development." The change would permit offices, hotels, and retail. Part of this site includes a portion of the Paterson Plank Road Corridor, in which office, hotel, and retail uses will be planned in a comprehensive manner. The balance is located within the Berry's Creek Preserve and Light Industrial areas.

#### **Jersey City**

Jersey City's 2000 Master Plan seeks to "coordinate land use policies in sections of the City that are within the Hackensack Meadowlands District with the Hackensack Meadowlands

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District Commission.” The area contains a Public Service Electric and Gas generating station, the Croxton rail yard, and a US Postal Service bulk mail facility. Jersey City’s Land Use Plan designates the in-District portion for industrial use, consistent with the NJMC Master Plan’s Logistics/Intermodal/Industrial planning area. Jersey City cautions that “...careful site planning is required to adequately screen industrial activity and buffer adjacent residential and commercial districts.” The City further recommends “...frequent consultation with the HMDC about planning issues and development within the Hackensack Meadowlands District.”

### **Kearny**

The 2002 draft “Master Plan Reexamination” seeks “to encourage planned, controlled growth within the Kearny Meadowlands.” The Kearny Urban Enterprise Zone (KUEZ) includes various commercial areas, some within the NJMC’s jurisdiction. The Schuyler Avenue Redevelopment Plan proposes to revitalize the area between the east side of Schuyler Avenue and the District’s boundary with a combination of new commercial, light industrial, mixed-use and recreational uses. The southern part of Kearny is proposed for rezoning as South Kearny Industrial North (SKI-N) and South Kearny Industrial South (SKI-S). The NJMC abuts the proposed SKI-N zone in a Logistics/Intermodal/Industrial planning area. The Reexamination report states that the NJMC’s redevelopment plans are in agreement with the Town’s planning goals. These plans include the Belleville Turnpike Redevelopment Plan and the Kearny Area Redevelopment Plan.

### **Little Ferry**

The 2003 Reexamination Report addresses many concepts included in the NJMC Master Plan. The report cites the opportunity for redevelopment of the Hackensack River waterfront for new residential and commercial development, along with increased waterfront access and recreation for the public. Improved visual and pedestrian connections are deemed desirable in new development. The Borough states that it should prepare a housing element and fair share plan and seek substantive certification from COAH. More housing is needed for the growing numbers of resident senior citizens. The Borough calls for enhancing “Gateways” to the Borough to create “a sense of arrival,” consistent with the NJMC’s concept of creating a sense of place. The Borough seeks to maintain its sites on Losen Slote as open space. The report looks to examining each brownfield site, many of which are located in the vicinity of the Hackensack River, to determine its redevelopment potential and to develop a clean-up plan.

The Borough lists four inconsistencies between its Borough’s plans and the current NJMC zoning map:

- A 4.79-acre site along the Hackensack River, designated by NJMC regulations as Waterfront Recreation. The NJMC Master Plan includes this site as part of a Waterfront Development planning area. Activities and development would include pedestrian walkways, restaurants, marinas/boat launches, related commercial activities, and residential development.
- A Low Density Residential area along the south side of Washington Street, east of Mehrhof Avenue. The area is part of NJMC Master Plan’s Little Ferry Village, which would protect the existing character of the area and permit retail and service establishments to accommodate residents.

- The NJMC Low Density Residential zoning for several properties along Losen Slote and the west side of Mehrhof Road is inconsistent with the Borough's "Public" designation. The NJMC Master Plan includes most of the properties as part of the Hackensack River Preserve.
- The NJMC's zoning requirements for Low Density Residential areas differs from the Borough's planning concept for its housing areas. The NJMC Master Plan designates the Borough's established housing area as Little Ferry Village. The Master Plan's intent for this planning area will be effectuated through new regulations.

### **Lyndhurst**

The Town's 2001 Master Plan Update and Reexamination Report recommends that the NJMC change its PR-2 zone within its boundaries to a Park Residential Zone. The NJMC Master Plan designates most of the PR-2 zone as Resort Recreation Community, with some areas under the Hackensack River Preserve. The Resort Recreation Community planning area permits residential and other uses. Lyndhurst also recommends that industrial, commercial and open space uses be provided in areas under NJMC jurisdiction.

### **Moonachie**

Moonachie's 1978 Land Use Plan indicates that the Borough prefers industrial zoning for 9.9 acres zoned for parks and recreation by the NJMC and commercial zoning for 2.4 acres zoned for industrial use by the NJMC. The Moonachie Plan expresses concern over an NJMC plan to develop the southwest corner of Teterboro Airport as a transportation center, due to potential conflicts with air and car traffic. The NJMC Master Plan divides the area into an Airport District and an Employment Center.

The 1978 Land Use Plan includes a limited commercial area along portions of Moonachie Avenue. The NJMC Master Plan designates these areas as Employment Centers or Moonachie Village. Areas that the Town proposed for industrial use are designated by the NJMC as Employment Centers or as Hackensack River Preserve.

The Town prepared a Periodic Reexamination Report in the year 2000. The report notes that a 2-million square-foot shopping center proposed in Carlstadt, the Meadowlands Mills project, could have considerable impact on Moonachie. The land is designated as open space-wetland preserve by this Master Plan.

### **North Arlington**

In its 1988 Master Plan Reexamination Report, North Arlington sought "to encourage the expansion of parks and recreational areas." In the 1995 report, the Town states the need for more open space in North Arlington. It proposes the redevelopment of the BCUA property off Schuyler Avenue as ballfields (specifically the southern section of the BCUA property that was being used as a transfer station). The section of North Arlington under the NJMC jurisdiction is designated by the NJMC Master Plan as a Resort Recreation Community, including the parts of BCUA inside the NJMC district.

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The 1992 Porete Avenue Redevelopment Plan adopted by the town of North Arlington establishes a Planned Industrial Park zone in the Porete Ave. area. The redevelopment plan seeks to upgrade the old industrial zone and allow for a variety of light industrial uses. It proposes improvements in the decaying industrial section of the town, such as architectural guidelines and landscaping that will improve the physical appearance and functionality of the area. The use of industries in this area should consider the planned adjacent Resort Recreation Community. Only Block 196, Lot 1 in the NJMC district is designated for industrial use in this Master Plan.

### **North Bergen**

North Bergen's 1987 Master Plan expressed a concern that areas within the NJMC were zoned "for low-intensity warehouse and distribution, uses which are low-tax and job generators." Its industrial zones, most of which are adjacent to the NJMC, had experienced considerable industrial and commercial development.

The 1994 Update is concerned with low tax-generating industries in its industrial zones adjacent to the District, such as large-scale storage and distribution uses. The Town proposes adding storage of busses, vans and cabs. The 1994 Update suggests reducing the industrial areas by incorporating some of the C2 zones adjacent to the area. The C2 zone allows "large-scale and vehicle related uses such as hotels, wholesale business, storage, distribution and warehousing and truck terminals." The Update also proposes to eliminate wholesale, storage, distribution and truck terminals in the C2 zone and permit wholesale business and day care centers as a conditional use.

The NJMC Land Use Plan designates North Bergen as Employment Center, Preserve, and Logistics/Intermodal planning areas. The Employment Center will complement the Town's proposed increase to the C2 zone areas. Some of the uses in the increased C2 (such as day care centers) might not be compatible with uses allowed in adjacent industrial zones and the NJMC's Intermodal and Logistics planning area.

### **Ridgefield**

Ridgefield's most recent master plan documents are the 1989 Summary Master Plan & 1988-89 Land Use Plan. An objective of the 1988-89 Land Use Plan is to establish a "scenic stream corridor" along the Hackensack River waterfront. The Town recommends that "remaining vacant lands along the Hackensack River be rezoned for Marshland Preservation, with a 300-foot deep Scenic and River Corridor along the Hackensack River banks." (Refer to old tax block numbers 145, 184 and 186.) The NJMC Master Plan designates most of the area along the Hackensack River as Hackensack River Preserve. The Preserve is intended to protect and preserve remaining wetlands in the NJMC District. A section of the waterfront designated for Logistics, Intermodal in the NJMC Master Plan was proposed by Ridgefield as Marshland Preservation (New tax block 4010). For flood control purposes, the Town has proposed deepening and lining with concrete the bed of Wolf Creek, a project that could affect wetlands within the District.

### **Rutherford**

Rutherford's most recent planning document is its 1997 Master Plan Up-date and Reexamination Report. Rutherford proposes that property within the NJMC be used for office park and corporate headquarters. The NJMC Master Plan designates this property as Hackensack River Preserve, Resort Recreation Community, and Employment Center planning areas. The Borough also discusses the potential for Block 220 being redeveloped with offices and warehouse. This Master Plan designates most of Block 220 as a Resort Recreation Community, which allows for office and residential development. Finally, Rutherford's proposal for a Ten-Story Office Research and Distribution designation as well as a Three Story Office Designation on the edge of the District correlates with the NJMC's Employment Center area at that location.

### **Secaucus**

Over 89 percent of Secaucus lies within the Meadowlands District. Its 1999 Reexamination of the Master Plan focuses on the remaining portion. The report cites the need for a regional growth management plan. Secaucus also expresses concern over any traffic volume increase due to the new Secaucus Junction transfer station. Secaucus Junction does not promote further vehicular traffic in the area; no parking is provided and only a drop off area will be put in place. Secaucus Junction is a hub of public transportation where buses and different rail lines meet to further alleviate the need for car usage in the area. Any plans to build office space above Secaucus Junction should take place only after several transportation improvements are made in the area, such as the construction of the New Jersey Turnpike Authority Interchange. The Town's goal to preserve and protect waterfront and other environmentally sensitive areas under its jurisdiction is consistent with the NJMC Master Plan. Some of these areas will serve as spaces for public recreation.

### **South Hackensack**

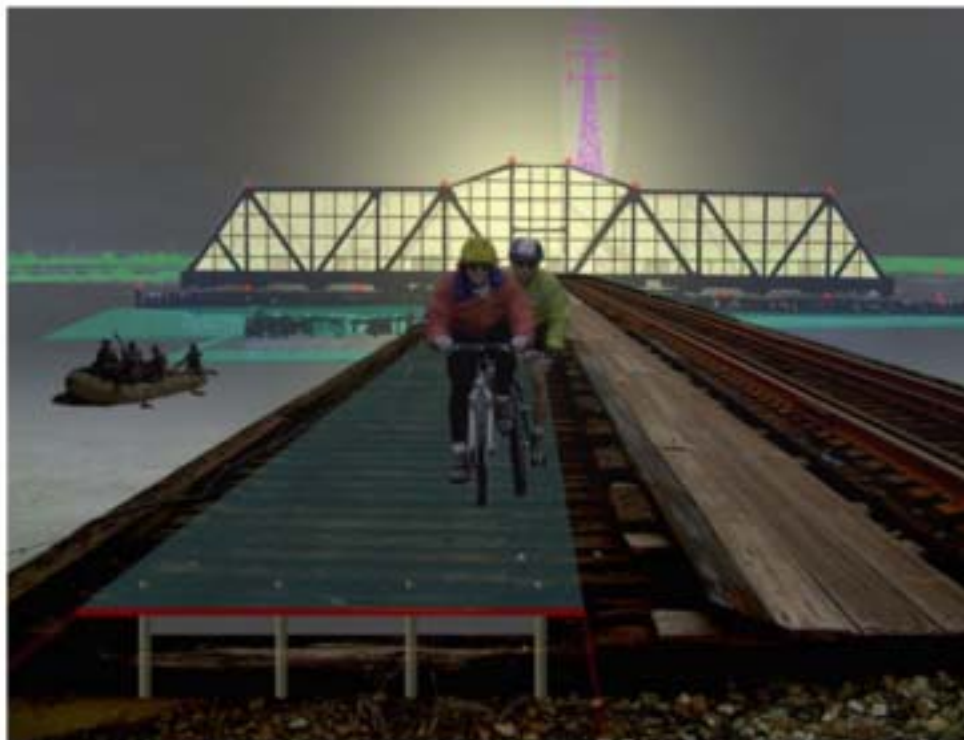
South Hackensack's 2001 Land Use Element of the Master Plan states, "The township's future land use planning issues will revolve primarily around the rehabilitation, upgrading and adaptive reuse of existing buildings and sites." The Township also hopes to minimize intrusion of incompatible uses. Its Land Use Plan recognizes the need to promote development that takes into consideration and protects environmentally sensitive areas. The town's Industrial and Office Land Use designation promotes mixed uses such as light industry, general manufacture and related business, warehouse and distribution facilities and office use. This is consistent with the NJMC's Employment Center designation.

### **Teterboro**

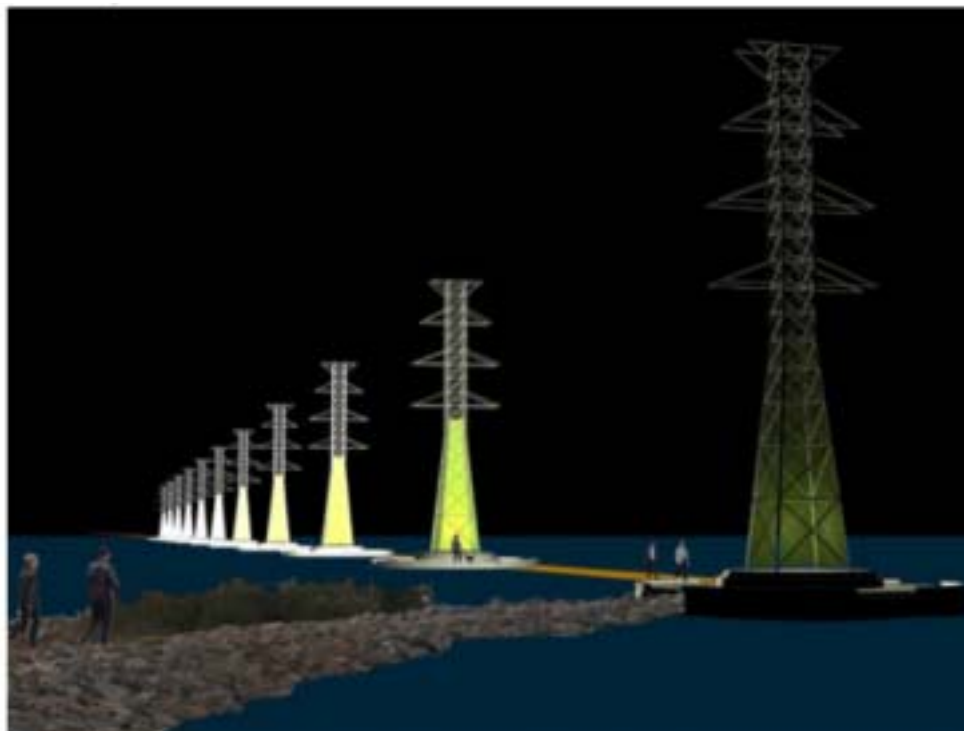
Its 1994 Master Plan proposes most of Teterboro for Light Industrial and Distribution uses. The NJMC Master Plan indicates the potential to change the warehouse, distribution, and manufacturing uses to airport related uses. Teterboro's Master Plan identifies a wetland site for preservation on Industrial Avenue south of Malcolm Avenue. This site is not identified accordingly on Map 8, the Green Map. Teterboro's plan assumes that adjacent uses are commercial and industrial. The NJMC Master Plan indicates Moonachie Village as abutting Teterboro.

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**FIGURES 12.1, and 12.2** *These images offer perspectives on how the District's landscape may appear in the future. They suggest innovative ways in which the identity of the District can be strengthened through enhancements to existing features. The images were prepared by students of the Columbia University Graduate School of Architecture, Planning and Preservation as part of a Design Studio conducted in fall 2002 in cooperation with NJMC staff.*



**FIGURE 12.1 (upper left)** *An abandoned rail line is transformed into a bike trail through the addition of a transparent cover. Repurposing the rail line also creates a connection with the past.*

**FIGURE 12.2 (lower left)** *Illuminated electric towers provide lighting along another segment of the trail system in the District.*

In its 2000 Reexamination Report and Housing Plan, Teterboro indicated a goal of increasing its residential base. The analysis concluded, however, that the industrial nature of the town limits the potential for residential development. The construction of 28 housing units on Vincent Place increased Teterboro's small population. The Reexamination Report acknowledges "the importance of Teterboro Airport to the local and regional economy."

### **Municipalities Adjacent to the District**

#### **Hasbrouck Heights**

In its 1994 Master Plan Periodic Reexamination, the Borough of Hasbrouck Heights seeks "to provide an orderly and planned program which shall properly regulate commercial development along the Route 17 corridor in a manner which promotes sound planning and a desirable visual environment." Areas along Route 17 are designated as B-2 Highway Commercial Zone, which permits various retail uses such as large stores, hotels, motels, and restaurants. The NJMC Master Plan designates most of the areas adjacent to Route 17 in Teterboro and Moonachie as Airport District. The Borough designates an area adjacent to the NJMC's Airport District, bisected by Industrial Avenue and located to the southwest of Anderson Avenue, as Industrial.

#### **Wood-Ridge**

Wood-Ridge's most recent master planning document is its 1991 Master Plan Reexamination Report. Sections of Wood-Ridge adjacent to the District are primarily Light Industrial Park with small R2 (two-family) zoning areas. The Light Industrial Park areas about these District planning areas: Moonachie Village, Employment Center, Hackensack River Preserve, and Light Industrial.

#### **Fairview**

The 1997 Master Plan describes the two small areas of Fairview that share borders with the District:

- The section adjacent to Ridgefield is zoned as a General Business District. A flood hazard and wetland area along Bellman and Wolf creeks marks the boundary between the two municipalities. Ridgefield is zoned as Light Industrial and Distribution B in this area.
- The other section is adjacent to North Bergen and contains industrial uses.

The Master Plan designates the adjacent areas in the District as Logistics/Intermodal/Industrial.

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### IMPACTS REVIEW

The area plans and strategies presented in Chapters 10 and 11 of this Master Plan will impact the District in a number of ways. Impact areas include the natural environment, land use, social, and economic. An impacts review allows a test of the plan's overall potential to guide the realization of the Commission's vision and goals for the District. Because this plan is District-wide and encompasses a number of planning areas and physical systems, the impacts review must, however, be generalized.

A build-out analysis, summarized in Figure 12.3, presents the course charted by development permitted under this plan and compares it to the level of development allowed by the original 1970 plan. For this plan, the table identifies the approximate square footage of buildings that

<b>FIGURE 12.3</b>		
<b>Impacts of Added Development</b>		
	Original 1970 Plan	This Plan
Removal of structures in redevelopment areas	(not identified)	3,562,553 sq. ft
New development:		
Residential	70,000 units	3,741 units
Commercial	3,000,000 sq. ft.	6,593,326 sq. ft.*
Office	20,000,000 sq. ft.	8,939,369 sq. ft.*
Industrial/Warehouse	90,000,000 sq. ft.	12,106,359 sq. ft.
Hotel	10,000 rooms	2,750 rooms*
* Calculations for the new Master Plan include consideration of development by the New Jersey Sports and Exposition Authority.		

would be razed in redevelopment areas as part of the site preparation for new construction. These structures are mostly old warehouses and industrial buildings. This Master Plan provides for a mix of new residential and non-residential uses throughout the District. The extent of new development is calculated by applying current development practices in the District for each use as permitted in each of the planning areas of the Land Use Plan.

The NJMC has also analyzed the plan's effects with regard to wetlands preservation. As a result of the policy considerations delineated in this chapter, wetlands fill for development shall be limited to approximately 23 acres. Wetland fill for transportation improvements is estimated to be about 60 additional acres. There will be temporary wetland impacts needed for landfill closure. The exact number of wetland impacts at the 1-D, Keegan, and Malanka landfills has not been determined.

Development will be excluded from the balance of approximately 8,400 acres of wetlands and waterways. This represents a significant increase to the 3,700 acres that the original Comprehensive Plan of 1970 would have preserved as Marshland Preservation and Open Water Areas. It is also a major change from the 1995 draft Environmental Impact Statement (EIS) of the draft SAMP. The draft EIS called for 842 acres of wetlands fill for development and transportation projects, which would have left approximately 7,558 acres.

Rutgers Center for Urban Policy Research has prepared a fiscal impact analysis for the buildout of the NJMC Master Plan. It addresses the impacts of the new plan with regard to local tax bases, municipal services, and school enrollment. Summary findings are as follows:

- **Valuation.** Approximately \$5.6 billion in additional market value and \$4.9 billion of increased assessed value to the District's municipalities. The projected increase in market value would add approximately 25 percent to the total market value of the municipalities.
- **Demographics.** An additional resident population of 8,194, including 722 public school children, and 56,250 workers.
- **Cost and Revenue Impacts.** Additional property taxes and other public revenues estimated at \$116.1 million per year, resulting from new development. Increased public service costs due to the added population and workers would partially offset these revenues. The increased public service costs are estimated at \$43.0 million per year. The net effect is a large fiscal surplus to the District's municipalities and school districts, estimated at \$73.1 million.

## STRATEGY IMPLEMENTATION

The plan's adoption by the Commission serves as a mandate for the NJMC to implement the strategies of Chapters 11 and 12 that support its vision. The strategies, in turn, state the general policies that can be used to generate further decision-making, collaborations, additional plans, requests for financial assistance, preparation of new regulations, and other actions geared toward implementation. The policies and principles of the Master Plan will be effectuated through the NJMC's regulations, codified at N.J.A.C. 19:3-1.1 et seq. The NJMC will need to keep its initiatives to a number that can reasonably be managed by staff and supported by key stakeholders. As part of its review of development applications, the NJMC will need to determine whether proposals are consistent with the official Zoning Map and effectuate the purposes of the Land Use Plan. The NJMC staff shall report annually to the Commission regarding plan accomplishments and any problems encountered.

## SUSTAINABLE MEADOWLANDS

The Hackensack Meadowlands Reclamation and Redevelopment Act recognized that the District's economy, society and environment interrelate to shape the quality of life for its residents, workers, visitors and future generations. The principle of sustainability requires each of these three systems to function harmoniously.

As discussed in Chapter 10, the strategies of the Master Plan have been devised to deal with many issues concerning the sustainability of the District and the greater region. Yet an ongoing process is critical to ensure that implementation is proceeding in accordance with the Master Plan. Also, the NJMC should regularly monitor the impacts of implementing the plan. Monitoring outcomes could provide the basis for amendments to the plan or NJMC regulations.

The "Sustainable Meadowlands" initiative will be charged with developing a framework for tracking the sustainability of the District. The initiative will consist of the following:

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- **A “State of the Meadowlands” report.** The NJMC will identify issues related to sustainability based upon the Master Plan. A baseline assessment of the District will be prepared through the use of “Meadowlands Milestones,” selected indicators of environmental, social, and economic health. The selection of an indicator would be based on how well it answered an issue at a single point in time and whether data could be obtained for the indicator over time. The indicators would reflect existing data to the extent possible. Monitoring would also identify gaps in available data and develop or recommend data-gathering mechanisms to fill such gaps. The NJMC would develop a threshold value for each indicator. The value might reflect baseline data or a governmental standard. A list of potential milestone indicators is included as Figure 12.4.
- **A series of technical studies necessary to implement the strategies of the Master Plan.** The technical studies would include the various studies identified in Chapter 10, such as identifying and prioritizing brownfields and grayfields, identifying potential preservation sites, priorities for habitat management, and various transportation studies.
- **Ongoing monitoring of “Meadowlands Milestones.”** Monitoring will chart progress towards sustainability in the District and guide revisions to the Master Plan.

## REVISION MECHANISM

The Master Plan will remain current through a combination of ongoing reviews and a major review in accordance with N.J.S.A. 13:7-9. The Sustainable Meadowlands project may periodically recommend revisions to the Master Plan as a result of its ongoing monitoring process. The need for revisions may also surface as a result of changing circumstances identified outside of Sustainable Meadowlands, such as new technologies and market swings. The major review will be undertaken in ten years. It will include a full analysis of existing conditions and trends, a vision statement with accompanying goals, identification of issues, and a recommendation of strategies developed to achieve the vision for the District.

The opportunity for public comment in the form of public hearings would be essential for all proposed revisions. This mechanism for revision will enable the Master Plan to provide a useful, long-term guide to planning for the sustainable future of the Meadowlands District.

<b>FIGURE 12.4</b> <b>Potential Meadowlands Milestones</b>	
<b>SYSTEM</b>	<b>POTENTIAL INDICATORS</b>
Natural Environment	<input checked="" type="checkbox"/> Acres of land permanently dedicated for open space (including wetlands and habitats) and recreation
	<input checked="" type="checkbox"/> Abundance of selected native animal and plant species/ number of threatened species
	<input checked="" type="checkbox"/> Introduction of invasive (not native) animal or plant species
	<input checked="" type="checkbox"/> Ambient concentrations of air pollutants/days per year in which federal standards (NAAQS) are exceeded
	<input checked="" type="checkbox"/> River health/dissolved oxygen, fecal coliform, heavy metals
	<input checked="" type="checkbox"/> Persons reached through programs promoting environmental education and awareness
Economic Development	<input checked="" type="checkbox"/> New development and employment growth taking place in designated planning areas
	<input checked="" type="checkbox"/> Brownfield and grayfield sites redeveloped
	<input checked="" type="checkbox"/> Square feet of vacant commercial, office, industrial space
	<input checked="" type="checkbox"/> Average disposable income
	<input checked="" type="checkbox"/> Jobs created
	<input checked="" type="checkbox"/> Average salary
	<input checked="" type="checkbox"/> Unemployment rate
	<input checked="" type="checkbox"/> Percent of population within each census tract living under the poverty level
Transportation	<input checked="" type="checkbox"/> Per capita energy consumption
	<input checked="" type="checkbox"/> Vehicle miles traveled per person
	<input checked="" type="checkbox"/> Change in transit ridership
	<input checked="" type="checkbox"/> Average commuting time/distance for Meadowlands employees
	<input checked="" type="checkbox"/> Proportion of new development that is transit-friendly
	<input checked="" type="checkbox"/> Traffic fatalities involving motorists or pedestrians
Housing	<input checked="" type="checkbox"/> Resident population growth taking place in designated planning areas
	<input checked="" type="checkbox"/> Relative rates of change for median income and sales of existing single-family houses
Community Facilities	<input checked="" type="checkbox"/> Utility demand levels under capacity
	<input checked="" type="checkbox"/> Increase in park and recreation facilities
	<input checked="" type="checkbox"/> Average classroom size
	<input checked="" type="checkbox"/> Public opinion ratings of District as a good place to live, work, visit

## **Plan Implementation**

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### **SOURCES**

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US Army Corps of Engineers, Draft Environmental Impact Statement on the Special Area Management Plan for the Hackensack Meadowlands District, NJ, June 1995.

Other planning documents as cited within the chapter.